

Department of Energy



EM Consolidated Business Center

DOE Project Steering Team

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Consultant: The Greentree Group

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Agenda

EM Business Center Objectives

Closure and Smaller Site Candidates for Consolidation

Preliminary Functions for Consolidation

Employee Demographics

Management Approach

Timeline and Key Milestones

What We Need From You

Who to Contact

EM Business Center Objectives

- **Consolidate identified business support functions from several locations into one consolidated location**
- **One of numerous EM-1 internal business improvement initiatives supporting Top-to-Bottom Review**
- **CONSOLIDATION DRIVERS:**
 - **Soon-to-close sites need uninterrupted business services as they ramp down and lose internal staff**
 - **Soon-to-close sites need business services exit strategy**
 - **21st Century Information Technology permits greater economies of scale**
 - **Departmental and EM Program Objectives to reduce EM Environmental Liability drives the need for projects that reduce cost of operations**

EM Business Center Objectives, CONT.

➤ **MISSION GOALS:**

- **Mitigate the effects of probable loss of support personnel at closure sites and sites with small staff**
- **Provide for job enrichment**
- **Effect economies of scale**
- **Maximize use of scarce funds for front-line clean-up activities**

EM Business Center Objectives, CONT.

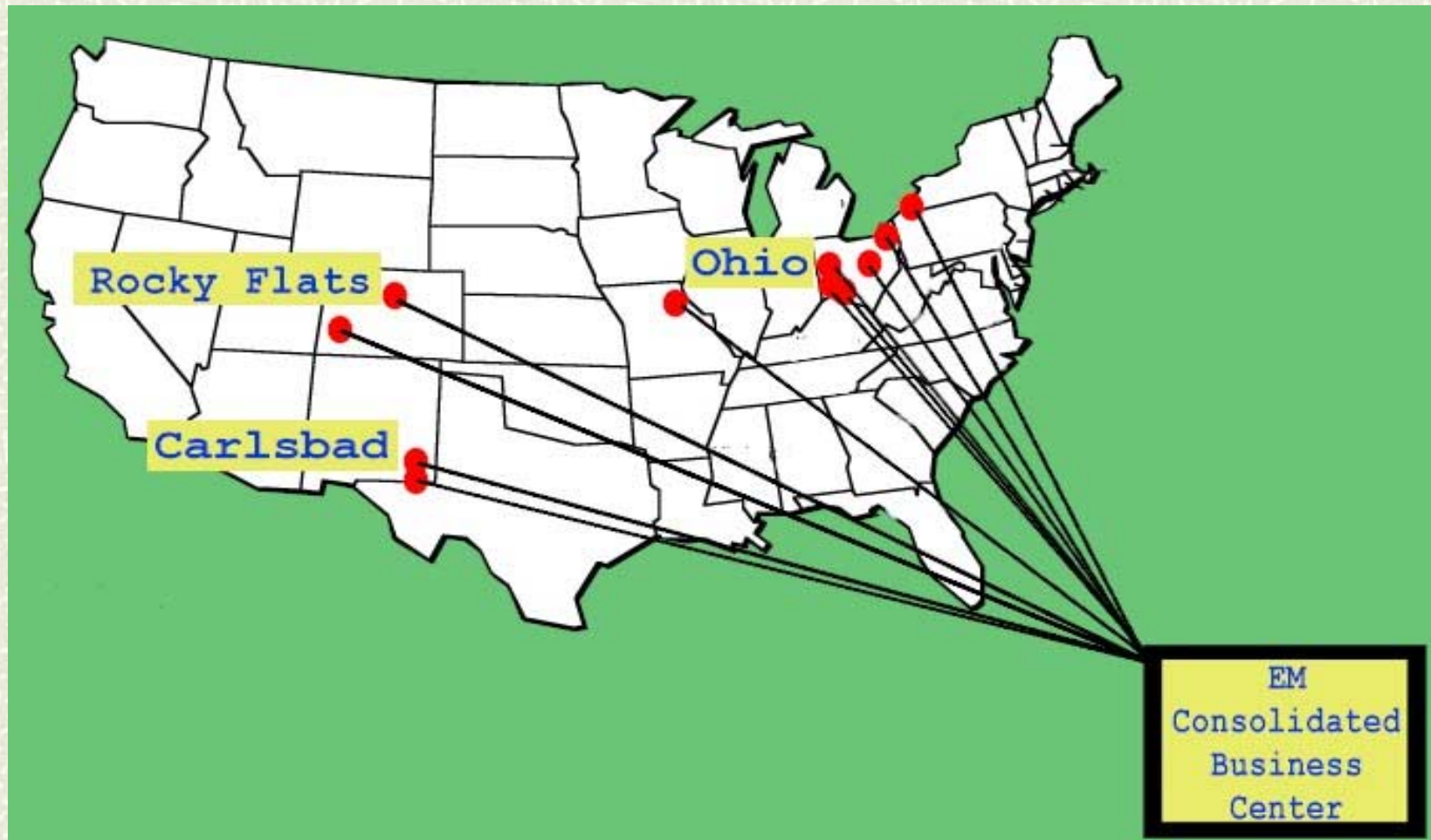
- **PROJECT GOALS**

- **Stand-up Consolidated Business Center by end of FY 2003**
- **Consolidate into the Business Center as many business functional areas and related staff as feasible to support program missions**
- **Identify all resources devoted to the business functional areas subject to consolidation, including support contractors**
- **Evaluate additional business functional areas for possible consolidation (e.g., Contractor Human Resources Oversight, ESH, Public Affairs, etc.)**
- **Achieve payback in 5 or less years**
- **Establish and measure superior customer service performance metrics**
- **Mitigate adverse employee impacts to the fullest possible extent**

Closure and Smaller Site Candidates for Consolidation

- Ohio and its 5 project offices
- Rocky Flats
- Carlsbad
- Grand Junction
- Weldon Spring
- Portsmouth/Paducah

Closure and Smaller Site Candidates for Consolidation, cont.



Preliminary Functions For Consolidation

- **Financial Management**
- **Information Technology**
- **Logistics (e.g., property & supply mgt)**
- **Human Resources**
- **Procurement/Contracting**
- **Legal**
- **Others to be Determined**

Employee Demographics

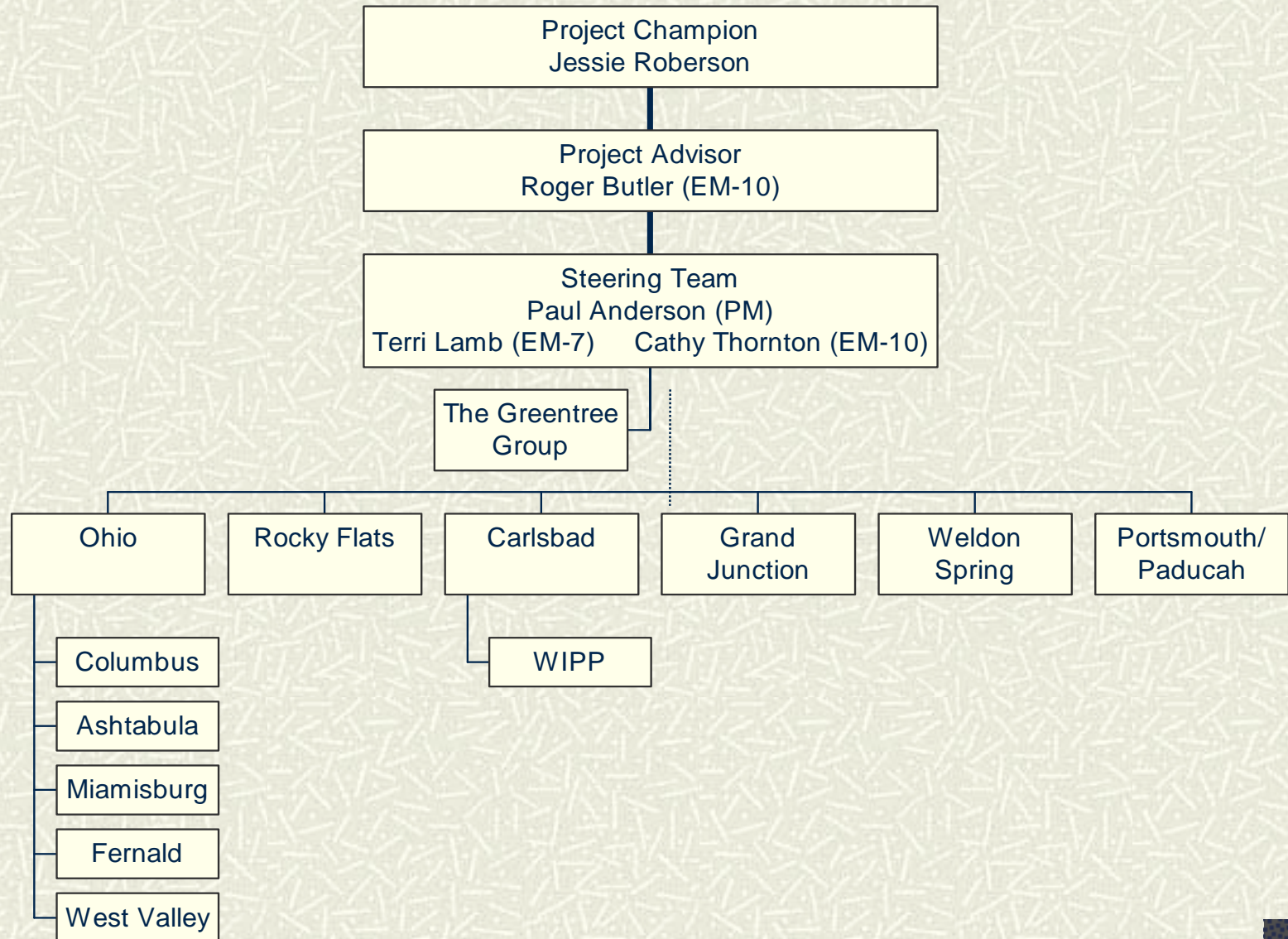
LOCATION	TOTAL STAFFING	ADMIN STAFFING	PROCUREMENT	HR	IT	LEGAL	FINANCIAL	LOGISTICS
OHIO	188		15	7	4	5	16	?
ROCKY	174		6	12	3	6	17	?
CARLSBAD	47		1	0	1	1	1	?
GRAND JUNCTION	18		1	0	0	1	1	?
WELDON SPRING	5		0	0	0	0	0	?
PORTS-MOUTH/ PADUCAH	20		0	0	0	0	0	?
TOTALS	452	204 (45%)	23	19	8	13	35	?

- Notes:
1. Admin staffing defined as non-management, non-technical job series
 2. This data is preliminary, subject to validation
 3. Logistics, as defined for this project, could include many job series so exact numbers are unknown until analyzed
 4. Does not include support service contractors performing business services – to be identified during Site visits.

Management Approach

- Establish Project Steering Team
- Establish Site & Location Management-level Points of Contact
- Obtain Dedicated Consultant Support
- Prepare detailed Plan of Action & Milestones (POAM) for implementation -- covering all actions needed, vetted with all interested parties
- Coordinate all Activities with Functional (i.e., HQ) Sponsors
- Select consolidation location based on cost/benefit
- Seek to Implement Within 12 Months

Management Approach, cont.



Timeline & Key Milestones

ACTION	TARGET
1. Obtain management-level points-of-contact at each Site	09-16/27-02
2. Steering Group visits each Site to explain the project, identify path forward, coordinate consultant efforts	09-27-02
3. Detailed project plan developed	10-09-02
4. First detailed draft implementation Plan of Action & Milestones (POAM) available for review	01-09-03
5. Final, detailed implementation POAM submitted to EM-1 for approval and action	03-06-03
6. Implement consolidated business center for selected Sites/locations	09-15-03
7. Conduct semi-monthly project reviews with EM-1 and affected Field Office Managers	Oct., Dec., Feb., Apr., June, Aug.

Key Questions to be Answered Through Analysis

- *Will all proposed business functions be consolidated at a remote location?*
- *Will additional business and/or technical functions be consolidated?*
- *Will other DOE Sites be added to this project?*
- *What, if any, residual functions (e.g., site liaison) will be left behind?*
- *Will there be any adverse employee impacts?*
- *Where will the consolidated center be located?*
- *Will existing DOE locations be considered?*
- *Where will the employees who staff the Consolidated Business Center come from?*
- *How much will this initiative save?*

What We Need From You

- Identify Point(s) of Contact who can make/obtain quick decisions & speak for the Site
- Provide timely support for Consultant data-gathering/data-analysis efforts
- Provide issues and concerns to the Project Team as they arise
- Advise the Team on ways to make the project successful for your Site
- Communicate project status often with Site employees

Key Project Points of Contact

- Paul Anderson
 - paul.anderson@srs.gov
 - 803-725-5607
- Terri Lamb
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 - 202-586-9007
- Cathy Thornton
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